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9 March 1982

MEMORANDUM FOR: ICS Office Directors

FROM: [REDACTED]
Director, Intelligence Community Staff

SUBJECT: [REDACTED] Follow-up

At the staff meeting yesterday, I identified several actions that are necessary to follow-up the discussions we held at [REDACTED]

o DCID 1/2 - Prior to pursuing changes in the structure and content of DCID 1/2, the Chairman, DCID 1/2 Committee, should conduct market research to determine who uses 1/2, for what purposes and how it could be changed to better serve the users. This survey should include discussions with the Chairmen, SIGINT Committee, Human Resources Committee and COMIREX. The results of this research should be available by 31 March 1982.

o Capabilities Programming and Budgeting (CPB)

-- Budget Justification - It was noted that in developing the narrative justification for the budget in the CPB format, it is essential to identify the entire envelope of possible contributions from each program, not just contributions to "prime" targets. This will make it easier to emphasize to Congress and OMB the flexibility of systems and the magnitude of their contributions to various targets. While the staff may not find it productive to impose stringent format requirements on the Program Managers for their submissions, OPBC should work with them to ensure that this kind of data is provided. Equally important is the work done by OIC&E and OSC for the NRO in developing substantive justification for their programs.

-- Annual Base Review - OPBC has agreed to identify as early as possible, in any case probably no later than January, which 25 percent of the base will be reviewed. This will permit ICS offices to coordinate schedules for reviews that might be compatible and give the Program Managers adequate opportunity to prepare.

o Congressional Liaison - [REDACTED] is setting up meetings for [REDACTED] and me to meet with Congressional staffers to discuss justification of the ICS budget, as well as the merits of the CPB system.

SUBJECT: [] Follow-up

o Tracking System - A computer-supported system to keep track of major long-term ICS actions will be instituted shortly. Prior to initiating long-term studies, action offices will prepare a time-line which identifies major milestones and deliverables (e.g., specific actions, memoranda, reports, etc.) required. These time-lines should be submitted to Clint and me along with your terms of reference for our approval. I would also encourage use of the "tracking system" for any internal office actions that you want to follow in detail. [] OPBC, is assisting in development of this system.

o Contracts - It has been suggested that I establish a group to review ICS contracts prior to their submission to me for approval. The purpose of the group would be to weigh the merits of each contract proposal (other than those of an operational nature) in terms of utility to the staff and cost effectiveness. [] [] will be working with ICS offices to identify any specific problems with the current coordination process and develop alternatives for my review.

o Assessment/Evaluation - OA&E, OHC, OSC and OIC&E will pursue the OA&E proposal to perform all-source qualitative assessment of intelligence reporting. By 1 April, the group should identify the specific topic/area to be assessed and submit a proposed approach to me along with a time-line with milestones and deliverables identified.

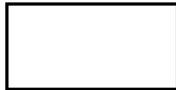
o ICS Personnel Hiring - We identified the need to share information about vacancies and requirements for filling the positions. At the first staff meeting of each month, you are encouraged to identify upcoming vacancies, the qualifications you would like the replacements to have, etc. In this way, you may assist each other to identify qualified candidates in the Community who might otherwise go unknown because of breakdowns in the vacancy notice system.

o Planning - I will work with [] to articulate what kind of planning processes the Community needs.

o CRES - [] is preparing a paper for me on changes OHC would like to see in its relationship with CRES for me to use in a discussion with Bob Gates.

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SUBJECT:



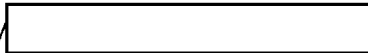
Follow-up

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